Knowledge Management in a Joint Headquarters

Presentation to the US European Command
Knowledge Management Conference

Its About Transformation…
- *Changing How We think*
- *Transforming How We'll Command and Fight*
- *Training the Way We Will Command the Fight*
- *Enabling Decision Superiority and Rapid Execution*

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Agenda

1. Transformation
2. Lessons Learned
3. Knowledge Management in the SJFHQ (CE)
4. Developing a Command-wide KM Effort
5. Knowledge Management Strategy
6. Learning Organization
7. Knowledge Management Education & Training

JFCOM and Transformation

What is transformation?

It is about changing how we think.

- About how we view ourselves and our allies
- About how we view the adversary and the operational environment
- About how we train, plan, and operate
- About who needs to be involved in our planning and operations
- About how we organize our forces and our headquarters
- About information access and flow

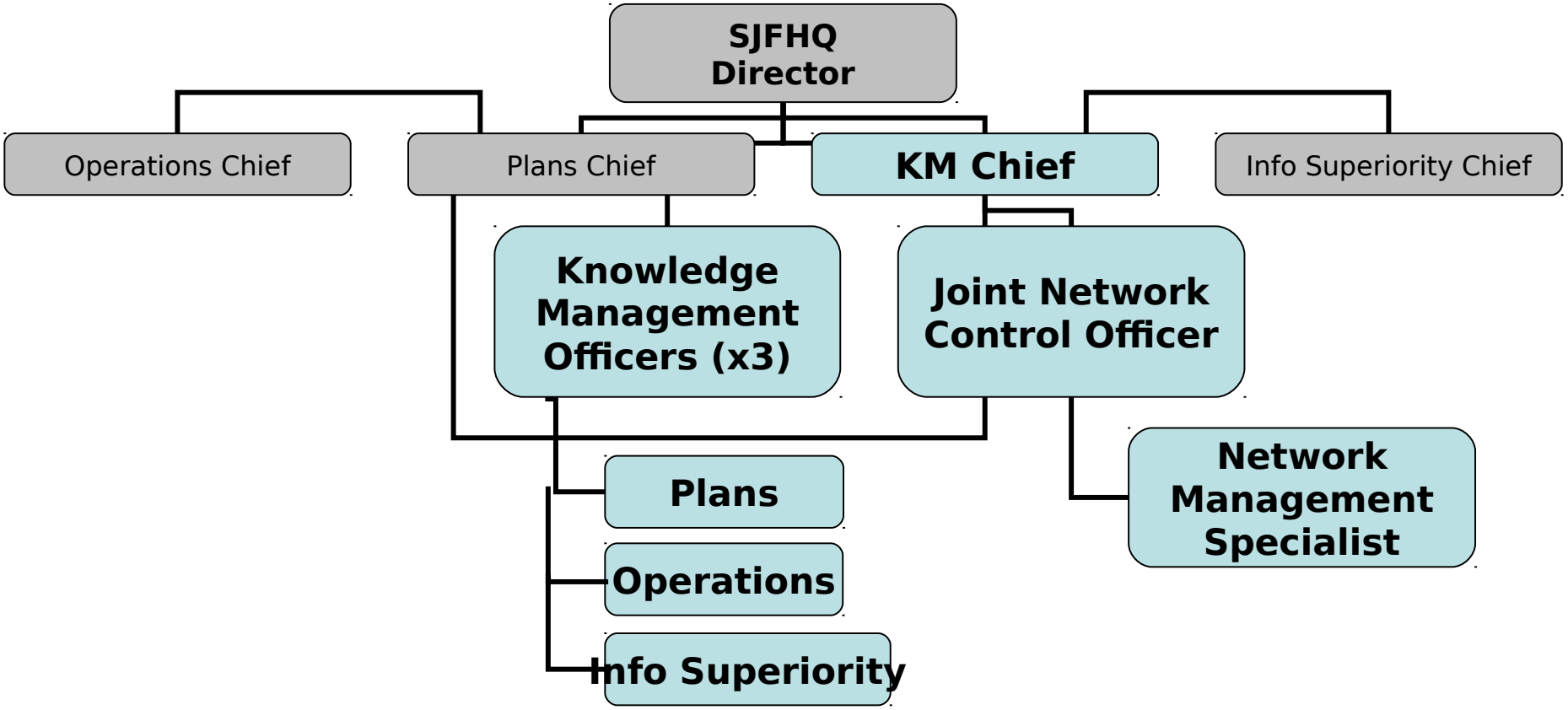
Transformation: Knowledge Management and Collaboration

- Changing how we think about information
  - Current DoD rule is access by exception, need access as a rule & restrict by exception
  - Information access and sharing enables transformation to a learning organization
- Change of focus – more on operational information, less on technology
  - Knowledge Management is Commander's Business
  - Information technology is important but it must not be the focus
- Break the Stovepipes – information must flow horizontally
  - Passing information vertically is easy – share it horizontally for true impact
  - Requests for Information cannot be just about intelligence information
- Collaborative Planning must extend beyond the HQ
  - Reach out to components – fresh perspectives & shorter planning timeline
  - Reach back to higher & supporting HQ - critical information early in planning
  - Reaching outside of DoD to rest of USG – enhance the planning process and operational capabilities with other elements of National Power

KM Lessons Learned

- Need support from senior leaders!
- Start with a concept…but need a vision and strategy
- Begin with small improvements – larger ones come when users see the advantages
- KM is innovation – continually look for process improvements
- Need a KM Team of “believers”
- Work with the J6/CIO to identify issues before they become impact progress
- Don’t let new tools be a distraction -- IT is part of the solution…IT is not *the* solution
- Plan for the future based on the future…not today

Standing Joint Force Headquarters (Core Element): KM Team



How do we improve Knowledge Sharing?

- Culture and leadership must encourage/reward sharing (vice hoarding)
- Processes & procedures developed to meet operational requirements
- Technical capabilities and policies support operational requirements
  - Synchronization of Global Address Lists
  - Enterprise collaborative capabilities
  - Re-address technical policies that impede operations

Transform the Command:

From Information Flow to Knowledge Sharing in a Learning Organization

Advantages of a Coordinated Knowledge Management Effort

- Increased situational awareness and understanding
- Command speaks with “one voice” - command position is shared
- Common information sharing and collaboration capability
- Shared individual information increases organizational knowledge
  - Horizontal sharing of information is promoted – break the stovepipes
  - Enterprise portal increases access to up-to-date information
  - Responsibility for accuracy of information relies with the subject matter expert (don’t copy information, just link to it)

A Coordinated KM Effort requires leadership to coordinate the efforts for the Command

Chief Knowledge Officer?

- Every CEO (Commander) needs a CKO
  - Focus on Information Flow and Collaboration
  - Work with J6 to focus technical change on operational imperatives
- Internal Collaboration & Knowledge Sharing processes are fragmented and capabilities are underutilized
  - No Knowledge Management Strategy or Vision
  - No Command Collaboration Policy
  - No Command-wide collaboration and knowledge sharing
- External stakeholders are demanding but we cannot help because:
  - We don’t know what we know or
  - We don’t know where to find what we know.

Knowledge Management Strategy

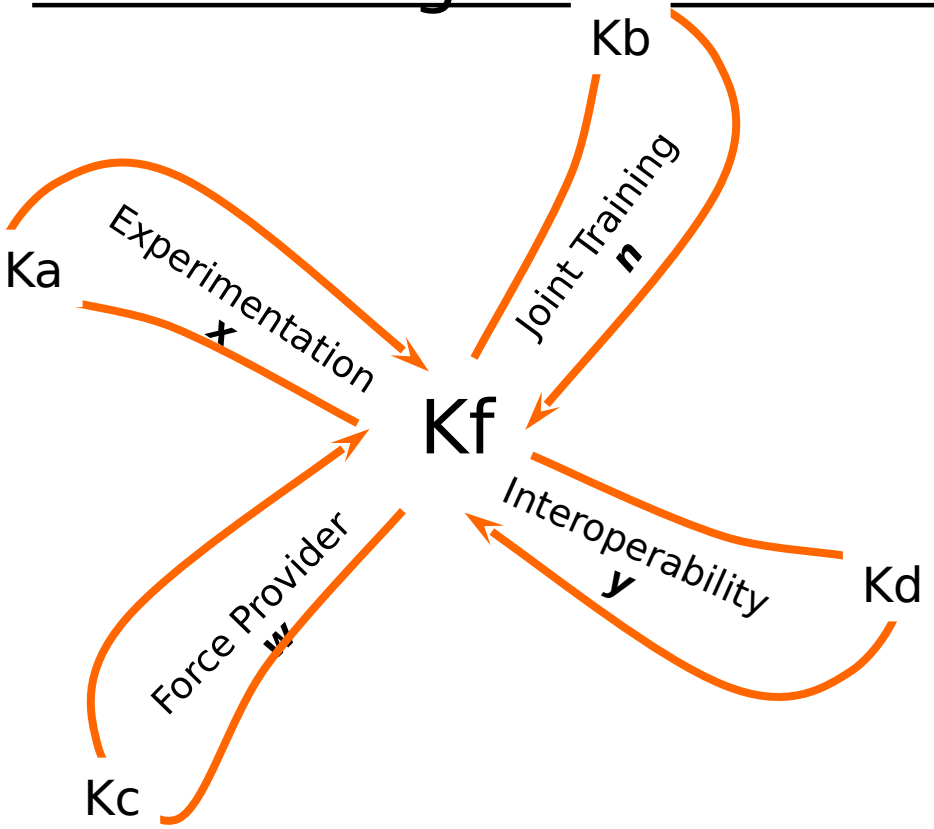
- What is it?
  - Strategy lays out the path for the organization and helps identify the gaps between what we do and what we must do
  - Government Performance Results Act requires strategy development in support of organizational objectives & goals

- Benefits of a Knowledge Management Strategy
  - Describes how an organization will manage its knowledge better for the benefit of the organization and its stakeholders
  - Give a clear, communicable plan about where we are now, where we want to go, and how to plan to get there
  - Gives a basis against which to measure your progress
  - Provides a medium for user feedback and recommendations

KM Strategy – Measuring Progress

- Metrics need to be leading – not lagging
  - Leading metrics are predictive - observe & measure prior to the occurrence of an event.
  - Lagging metrics occur after the fact and are not predictive. They validate what has occurred.
  - Lagging metrics are almost exclusively output measures, while leading metrics tend to be either outcome or things that directly lead to outcome.

JFCOM Knowledge Sharing
"A Learning Organization"

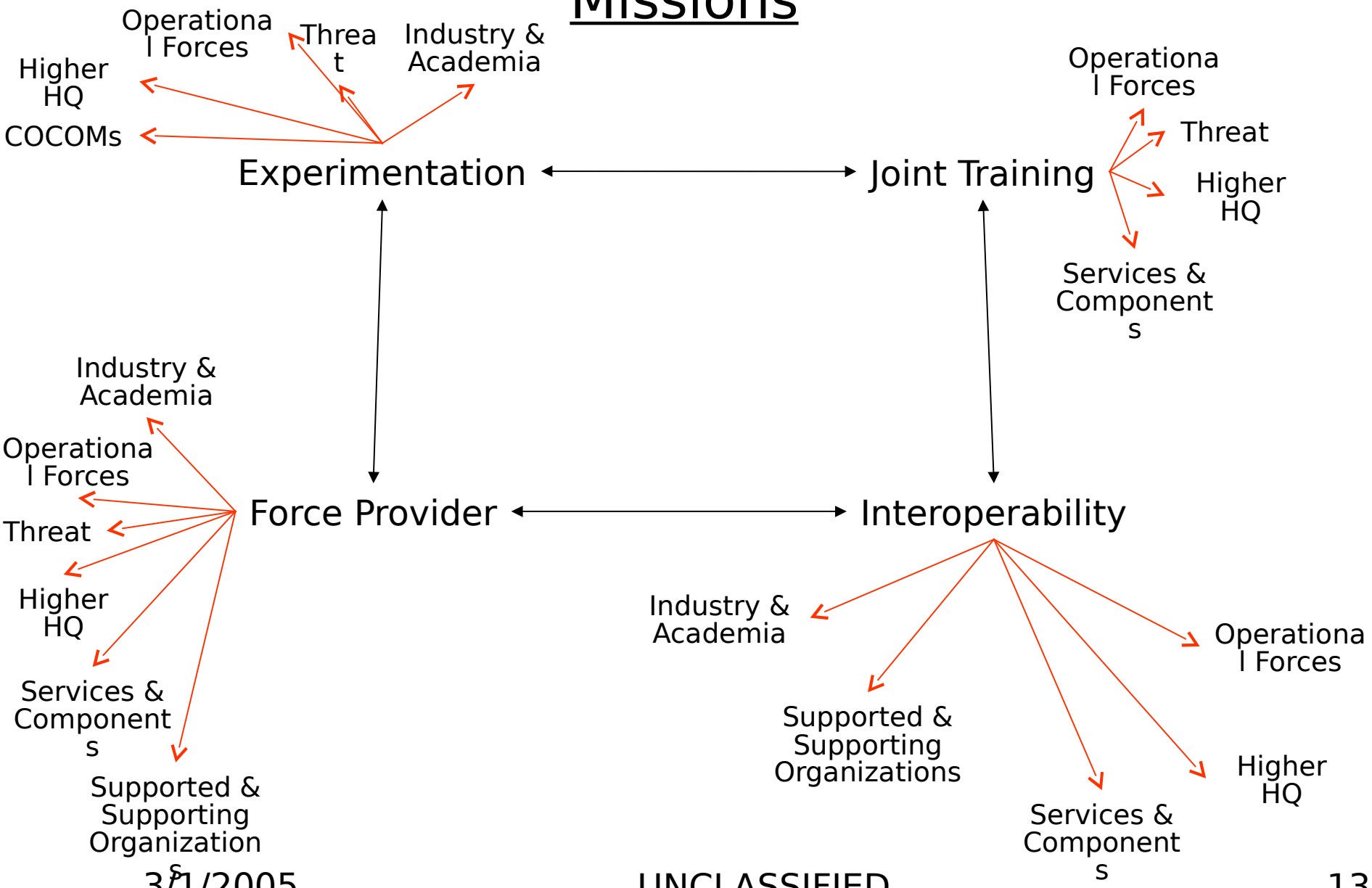


How does Information Sharing Increase Organizational Knowledge?

The continual sharing of knowledge and mixing of that shared knowledge with each individual's personal experiences can significantly increase the level and value of organizational knowledge

JFCOM Collaboration

External Collaboration Supporting JFCOM Missions



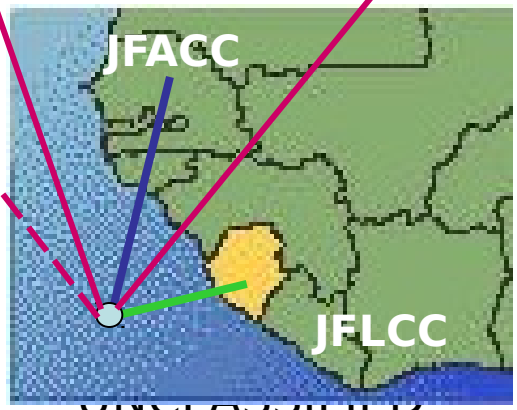
More than Collaboration, Distributed Collaborative Planning

Government COE

Joint Staff & IAC

Academic COE

Combatant Command HQ



Joint Task Force & JFMCC

Knowledge Management Education, Training & Doctrine

- Current:
  - JFCOM SJFHQ (CE) S/T training
    - Engagement Training
    - Distance Learning
  - Private sector (Professional Organization) training opportunities - Knowledge & Innovation Management Professional Society (KMPro)
    - Certified Knowledge Manager
    - Master Certified Knowledge Manager
- Future:
  - Introduce senior leaders to KM and distributed collaboration
  - Introduce Knowledge Management process / procedures in military education system
  - Change focus of Information Management Officer training to Knowledge Management
  - Development of formalized Knowledge Management process mapping and doctrine – to include UJTL

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